

Overview

We have continued expanding our business by building unique stores based on our corporate principle that “The Customer Matters Most,” and delegating authority to individual stores so that they can respond quickly to the needs of local customers and changes among our competitors. Today, we are evolving into an international corporate group with sales exceeding approximately 1.8 trillion yen.

Business portfolio

**Domestic Discount Store Business**

In addition to Don Quijote, we are rolling out specialized stores such as Okashi Donki (specializing in confectionery) and Kirakira Donki, as well as PB/OEM products that offer convenience, discounts and amusement (CV+D+A) and fit their stores' image. By doing so, we are creating shop floors that are constantly changing and where customers can always find something new.

**Domestic GMS Business**



We are increasing the number of Apita, Piago, and U-Store comprehensive retailers. By further promoting individual store management, we aim to create stores that receive the highest levels of support from their communities and where customers can enjoy shopping and feel comfortable.

**Overseas Business**

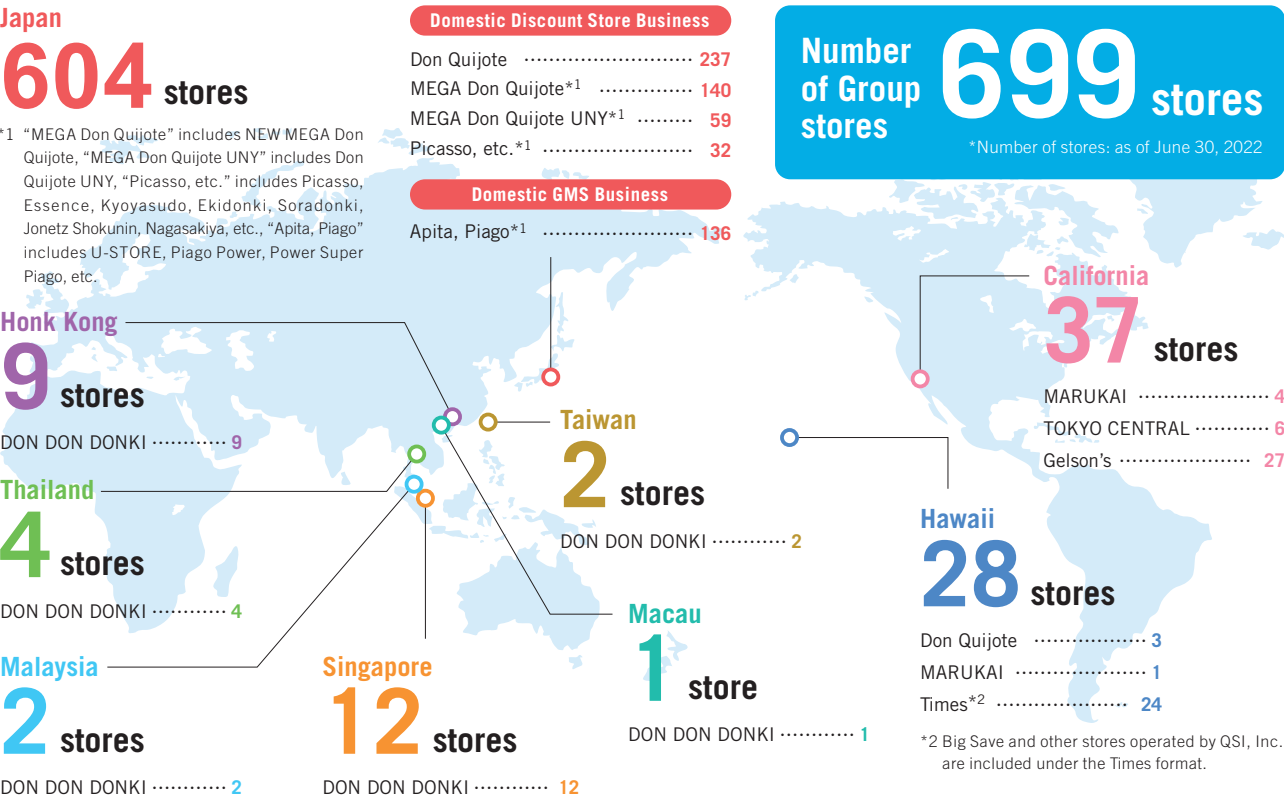
We have increased the number of our stores in Hawaii and California in the United States, as well as in Singapore, Thailand, Hong Kong, and elsewhere in Asia. While striving to earn the support of customers with Japanese and other products, we are also actively developing new business formats (such as the restaurant and retail business).

**Finance Business**

We have positioned the Finance Business as a new pillar and are building a system for promoting the business that is linked to our Group's e-money app “majica.” We aim to achieve business growth by enhancing the app's functions and convenience, and further increasing the number of members, among other initiatives.



Store network



Performance

**Business size**

Consolidated net sales

**¥1,831.3 billion**

7.2% increase year-on-year

Number of Group employees

**16,912**

Shop floor area

**2,525,720 m<sup>2</sup>**

3.1% increase year-on-year

Number of purchasing customers

**664 million**

**Earning power**

Operating income

**¥88.7 billion**

ESP

**¥102.64**

ROE

**15.3%**

**Capital strength**

Total assets

**¥1,383.7 billion**

Total net assets

**¥399.2 billion**

